
HUMAN RESOURCES REENGINEERING AS A DIRECTION OF THE STRATEGY OF ANTI-CRISIS DEVELOPMENT OF CORPORATE STRUCTURES

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Annotation. The article substantiates the need to improve anticrisis management of changes in corporate structures by introducing technology for reengineering human resources as a mandatory component of these processes. The main reason for the introduction of it is the limited opportunities of the labour market concern providing employees for companies with the necessary professional characteristics, given into account the shortage of skilled labour in the economy of almost any country. It is shown that in accordance to the conditions of the new economy occur a radical restructuring of business processes of companies. Suggestions requiring implementation reengineering of human resources, ahead of the development and implementation of key organizational, social, technical and technological changes. The purpose of the research is to identify the tools of human resources reengineering in the context of strategy of anti-crisis development of corporate structures. The organizational and economic mechanism of reengineering of human resources in the context of strategy of anti-crisis development of corporation "Donetskstal - Metallurgical plant" is offered. It is established that for its large-scale implementation in anti-crisis management of changes in corporate structures it is necessary to master its tools from psychological to systemic. The practical significance of the developed mechanism is due to the fact that, depending on the change of the situation, it can be modified in the main directions. It is substantiated that in process reengineering of human resources requires necessary to take into account complex the factors, which are related to the business process, budget, organizational structure, system of workplaces. The influence of reengineering methods on personnel reproduction is determined. In the field of human resources management of the enterprise the elements of the strategy are systematized. It is proved that the object of reengineering of human resources of the enterprise is the process reproduction of it, which is presented as a set of parallel or sequentially interconnected stages of the life cycle of human resources. It is emphasized that in process reengineering of human resources, it is necessary to comprehensively take into account factors, which are related to business process, budget, organizational structure, system of workplaces of the corporation (human resources parameters are determined by the content of business processes; business process determines

work tasks and their structure); here with the key issue is the direction of managerial influences. It is noted that in the process of human resources reengineering several situations are possible: prohibition of dismissals provided that the staff is ready to change position or profession; the company recognizes the presence of redundant employees, but will solve this problem on a voluntary basis; implementation of the forced release program. It is concluded that reengineering of human resources should be a central element of the strategy of anti-crisis development of corporate structures.

Keywords: reengineering, human resources, anticrisis development, corporate structures.

INTRODUCTION

Any company, faced with the manifestations of the external crisis situation, seeks to take effective steps to increase production stability. The main condition for the effectiveness of such steps is the availability of human resources of appropriate quality. At the same time, the opportunities of the labor market to provide companies with employees with the necessary professional characteristics are quite limited, given the shortage of skilled labor in the economy of almost any country. The above determines the attention of economic entities to find their own ways of labor supply, one of which is the reengineering of human resources - early adjustment of the quality characteristics of existing staff to the future needs of business development.

At the same time, the practical solution of human resources reengineering requires serious methodological support, which today cannot be considered sufficient, based on the understanding that the most effective anti-crisis strategy of the company is when it is combined with an already adapted staff structure and a balanced system of development goals. At the same time, given that in a crisis situation there is a need to make changes in a limited time, when developing an anti-crisis strategy of companies it is necessary to provide maximum integration of human resource management in business reengineering processes.

Despite the availability of scientific publications on human resource management (etc.), at the same time there are no universal recommendations for solving the problem of labor security in a crisis. This article presents the quintessence of the methodological developments of the authors, which are the basis for the development of the *Comprehensive Human Resources Management Program of Donetskstal Metallurgical Plant*¹ (Kontseptsyia kompleksnoi prohrammy upravlenyia chelovecheskymy resursamy krupnoho promyshlennoho

¹ Kalinina S.P. (2006), Naukovyi tvir "Kontseptsyia kompleksnoi prohrammy upravlenyia chelovecheskymy resursamy krupnoho promyshlennoho predpriatyia", Svidotstvo pro reiestratsiiu avtorskoho prava na tvir №17248, Ministerstvo torhivli i ekonomichnoho rozvytku Ukrainy.

predpriyatya, 2006) (before the war in eastern Ukraine), as an example of a combination of academic science and economics practice, the central element of which is the reengineering of human resources as a direction of anti-crisis development strategy of this corporate structure.

The purpose of the article is to identify the tools of human resources reengineering as the central direction of implementation of the strategy of anti-crisis development of corporate structures. **Objectives:** 1) identify the main approaches to the reengineering of human resources of an industrial corporation;

2) to analyze the content of the organizational and economic mechanism of reengineering of human resources in the context of the strategy of anti-crisis development of the corporation "Donetskstal - Metallurgical Plant";

3) to systematize the factors of human resources reengineering;

4) substantiate the priority of the strategic level of human resources management of an industrial corporation.

The object of the study is the process of reengineering human resources in the system of anti-crisis development of corporate structures

Study methods: methods of system analysis, structural analysis, generalization are used.

Study Methodology. The main approaches to the reengineering of human resources of the industrial corporation were identified on the basis of a systematic analysis of the impact of reengineering factors on the development of the internal labor market, embodied in the mechanism of reengineering human resources of the corporation "Donetskstal - Metallurgical Plant". Factors of human resources reengineering are highlighted as a result of structural analysis of the organizational and economic mechanism of human resources reengineering in the context of the strategy of anti-crisis development of the corporation "Donetskstal - Metallurgical Plant". Based on the conceptual generalization of the content of the stated mechanism and factors of human resources reengineering, a conclusion is made about the priority of the strategic level of human resources management of the corporation.

ORGANIZATIONAL AND ECONOMIC MECHANISM OF HUMAN RESOURCES REENGINEERING AS A DIRECTION OF THE STRATEGY OF ANTI-CRISIS DEVELOPMENT OF INDUSTRIAL CORPORATION

A characteristic feature of the current stage of economic development is a tangible global impact of the recent economic crisis, which makes it important to find ways to mitigate the impact of the crisis at all levels, especially at the level of corporate industrial structures, given

their systemic impact on economic development. At the same time, the introduction of effective practical steps requires a fundamental methodological elaboration of the preconditions, content and consequences of certain managerial influences, which include the method of reengineering, the importance of which, given its proactive nature, is difficult to overestimate.

As you know, *reengineering* is a fundamental rethinking and radical reconstruction of business processes (organized in time and space sets of operations, which together give a certain result) in order to achieve radical improvements in critical areas of economic growth. The main purpose of reengineering is to sharply accelerate the response of enterprises to changes in consumer demands (or to projected changes)² (E`konomika truda, 2004, p.381). Reengineering is aimed at improving the basic performance of enterprises by modeling, analyzing and redesigning existing business processes.

When developing the organizational and economic mechanism of reengineering of human resources in the corporation "Donetskstal Metallurgical Plant", we proceeded from the fact that there are two main approaches to reengineering: *revolutionary* - based on a sharp and rather problematic break of the old management mechanism (way of doing business, organizational structure, the internal structure of the enterprise) and the introduction of a new one; *evolutionary* - based on the gradual improvement of the quality of production processes. Given that reengineering means changing the basic principles of enterprise organization and focusing not on functions but on processes, it was decided to focus on the labor resources of the corporation, as the *employment process* is a consistent implementation of the whole set of functions that determine the effectiveness of business processes: in human resources, formation of requirements to potential employees, search of candidates, selection, introduction to a position, etc.

The labor-intensive approach to reengineering for the corporation was chosen as optimal, because, according to the practice of anti-crisis management, it can be extended to all types of enterprises that were present in the structure of the corporation "Donetskstal - Metallurgical Plant", for which reengineering was necessary and appropriate, namely:

1) enterprises that are on the verge of collapse, and which, if they do not take decisive steps, will inevitably cease to exist;

² E`konomika truda (2004), pod red. M. A. Vinokurova, N. A. Gorelova, SPb.: Piter, 656 p.

2) companies that are not currently in a difficult position, but their management understands the inevitability of problems that may be caused, for example, the emergence of new competitors, changes in consumer demand, changes in the economic environment, etc.;

3) leading companies that have no problems in the current and future periods, but who are not satisfied with the state of business, pursue aggressive policies and strive to achieve more.

The use of reengineering methodology was especially important because the market made demands for a radical restructuring of production and business processes of enterprises that were part of the corporation. The need for accelerated restructuring has led to profound and radical changes in the use of human resources of the corporation. The escalation of the contradictions that arose required the application of new approaches to human resource management. In order to conceptually solve the problem, an *organizational and economic mechanism of human resources reengineering* was developed in the context of the anti-crisis development strategy of Donetskstal - Metallurgical Plant (Fig. 1), which was put into practice in the form of a Comprehensive human resources management program³ (Kontseptsyia kompleksnoi prohrammy upravleniya chelovecheskymy resursamy krupnogo promyshlennogo predpriyatiya, 2006).

The object of reengineering, as can be seen from Fig. 1, *there are business processes* as a structured set of actions designed to produce a new product (service) for a particular consumer or market⁴ (Suchasni kontseptsii menedzhmentu, 2007, p.181), which determine the content of the impact of human resources reengineering factors on the development of the internal labor market. In the process of reengineering, personnel management was tasked with effectively directing the activities of employees to ensure the achievement of the goals of enterprises that are part of the corporation, as well as achieving the goals of the corporation as a whole: impact on flows that ensure staff reproduction; impact on staff life cycle stages; impact on the final parameters of the staff. The strategic guidelines for the regulation of the intra-firm labor market determined the directions of the relationship between the indicators of the corporation's budget and the human resources plan (prospective staff and job structure).

³ Kalinina S.P. (2006), Naukovyi tvir "Kontseptsyia kompleksnoi prohrammy upravleniya chelovecheskymy resursamy krupnogo promyshlennogo predpriyatiya", Svidotstvo pro reiestratsiiu avtorskoho prava na tvir №17248, Ministerstvo torhivli i ekonomichnogo rozvytku Ukrainy.

⁴ Suchasni kontseptsii menedzhmentu (2007), za red. L. I. Fedulovoi, K.: Tsentr uchbovoi literatury, 536 p.

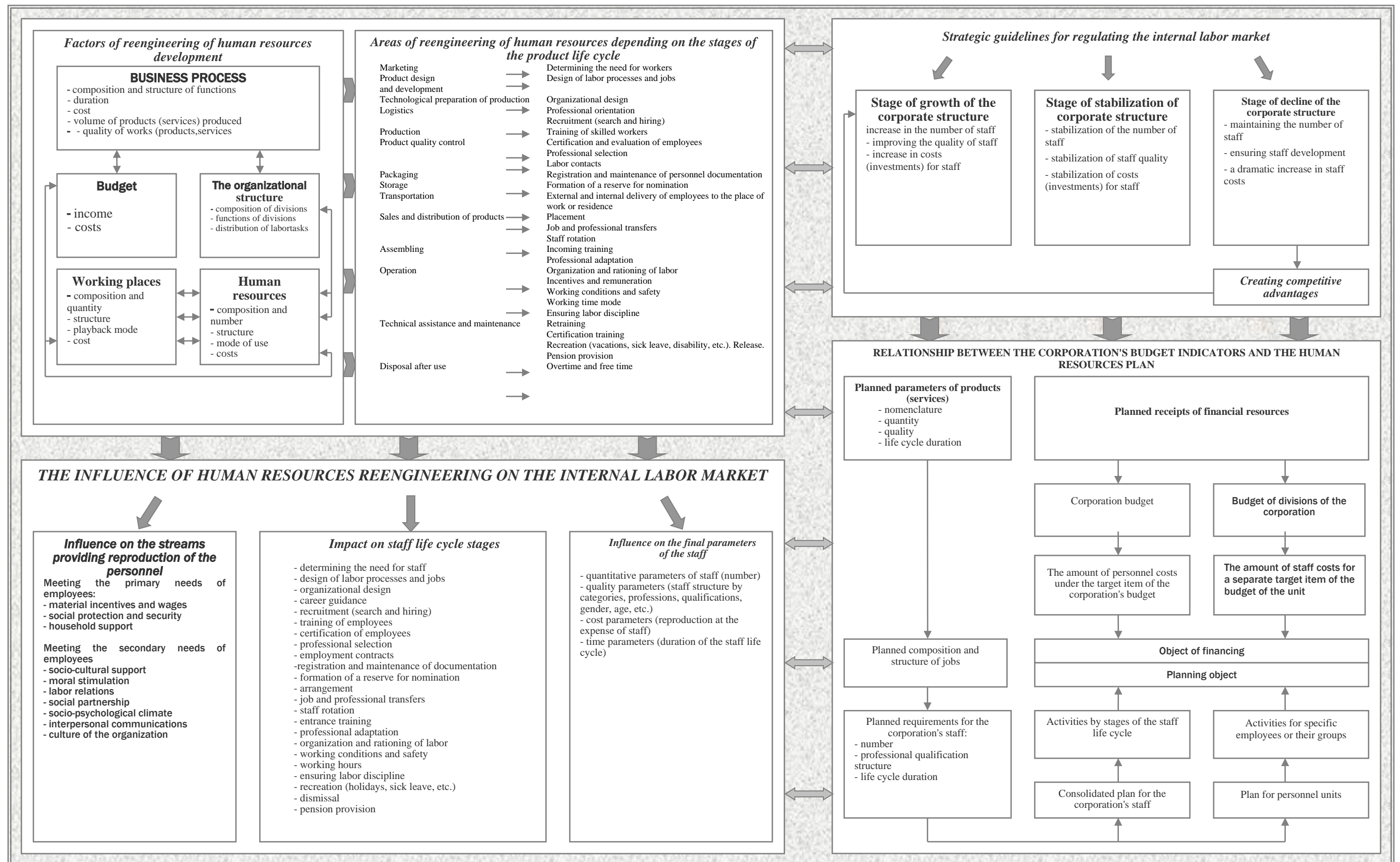


Figure 1. Organizational and economic mechanism of reengineering of human resources in the context of the strategy of anti-crisis development of the corporation "Donetskstal - Metallurgical Plant" [4, p.162]

The practical significance of the developed mechanism is due to the fact that, depending on the change of the situation, it can be modified in the following main areas: *first*, it is possible to significantly expand the composition of the stages of the life cycle of human resources and product; *secondly*, in the analysis it is possible to allocate within each stage of a life cycle of human resources substages, and also to increase quantity of these substages; *thirdly*, each stage (sub-stage) can be divided into separate functions (for example, such a stage as the recruitment process can be divided into a number of *functions*: determining the need for human resources, the choice of information technology, interview, etc.), after what is needed to explore the relationship between these functions. It is also important that the above approach to human resource reengineering is based on a two-way strategy of change in the use of personnel: *psychological* - ie taking into account the orientations of different groups of staff in the context of their attitude to change, limiting the influence of decision-making groups. changes; system - the formation of a transitional organizational structure in order to solve problems of implementation of changes without obstacles to operational activities.

The purpose of reengineering is to abandon ineffective rules of organization and conduct of business, for which they must be identified and replaced with new ones that would meet modern requirements. The exact result of reengineering is difficult to predict, but the more real the risk of crisis or bankruptcy, the more likely the success of reengineering, because in the process of its implementation stimulates initiative and active innovation of all employees, which contributes to new, better and more efficient business processes¹(Reinzhiniring korporaczii, 2011, p.183).

The concept of reengineering in an anti-crisis context is used by many corporations to improve existing and develop new business processes. For example, over the past few years, the US government has initiated more than 200 corporate business reengineering projects, and the current market for business reengineering support is estimated at \$ 100 million. USA and grows by about 40% per year² (Tekhnologii reinzhiniringa biznes-procressov predpriyatij, 2013, p. 118). According to a survey conducted by *Ernst and Young* among CFOs of the 80 largest US corporations, the main motivation for reengineering was to ensure the anti-crisis

¹ Khammer M. Champi Dzh. (2011), Reinzhiniring korporaczii. Manifest revolyuczii v biznese. - Izdatel'stvo "Mann, Ivanov i Ferber", 332p.

² Marty`nyuk E.A. (2013), Tekhnologii reinzhiniringa biznes-procressov predpriyatij, Nauchovij vi`snik Mi`zhnarodnogo gumani`tarnogo uni`versitetu, vol. 6 , p. 118-121.

development of corporate structures, including through cost reduction³ (Reinzhiniring proccessov kak metod upravleniya biznesom, p.103)

The importance of practical developments of Donetskstal - Metallurgical Plant is also determined by the fact that if the issues of reengineering information, marketing, financial processes, etc. are deeply developed, the methodological and methodological foundations of human resources reengineering remain virtually undeveloped.

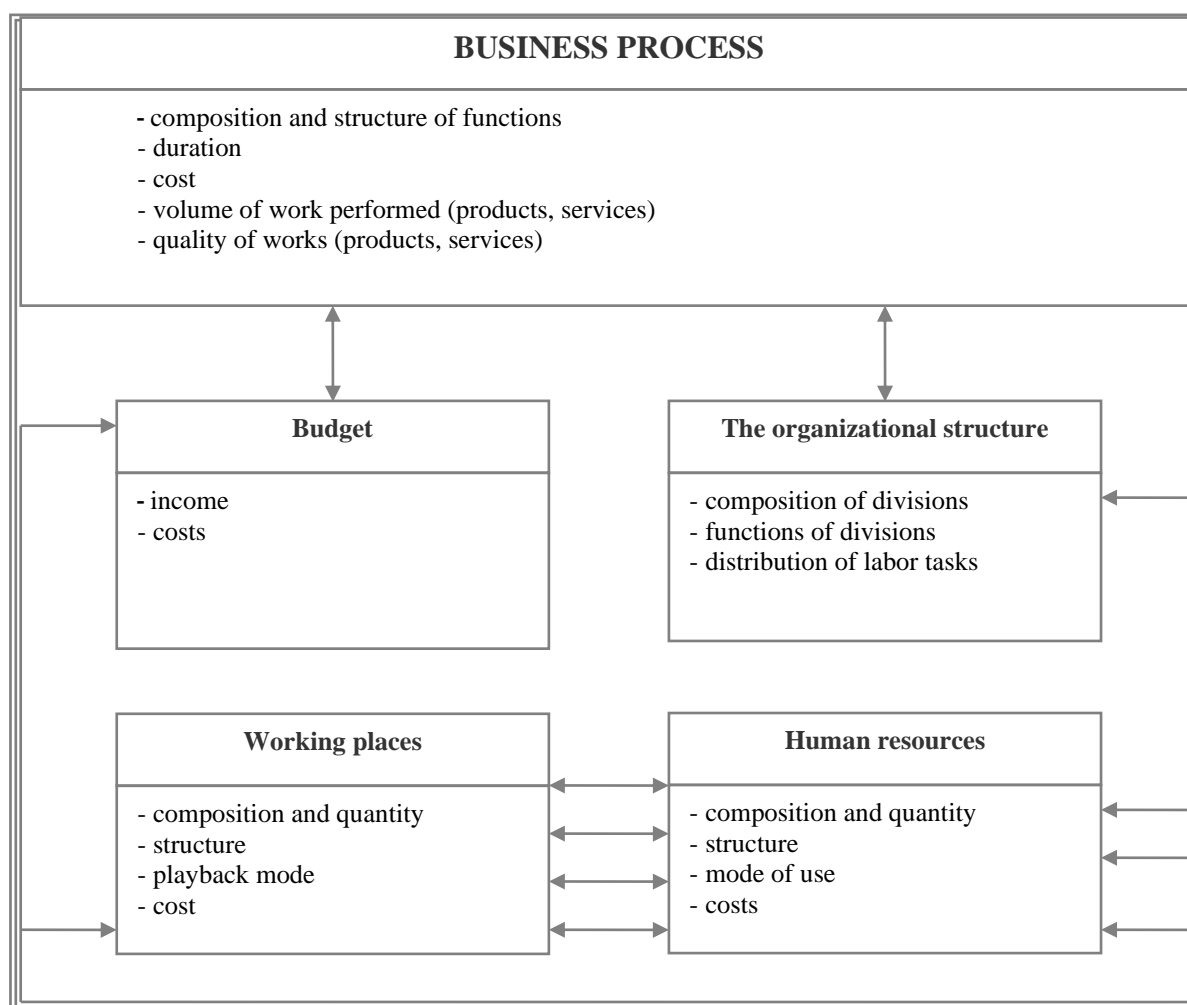


Figure 2. Factors of human resources reengineering

Thus, in developing the above organizational and economic mechanism, we proceeded from the fact that in the reengineering of human resources must comprehensively take into account factors related to business processes (composition and structure of functions, duration, cost, output, quality of work), budget (income, expenses), organizational structure (composition

³ Firsov M. (2005), Reinzhiniring proccessov kak metod upravleniya biznesom, Problemy` teorii i praktiki upravleniya, vol.2, pp. 100-104.

of units, functions of units, distribution of labor tasks), system of jobs (composition and quantity, structure, mode of reproduction, cost). The parameters of human resources (number and composition, structure, mode of use, costs) are determined by the business processes of the enterprise: the business process (method of work) determines the work tasks and their structure. *The scheme of interrelation of factors of reengineering of human resources is presented in fig.2.*

Regarding the relationship between the characteristics of human resources and organizational structure, it should be noted that the fragmentary processes lead to a narrow specialization of labor tasks based on the tasks of structural units. Integrated processes generate multidimensional work tasks for the relevant units of the organizational structure. On the other hand, the characteristics of human resources available in the internal labor market can determine the organizational transformation of the enterprise.

In crisis conditions, the reengineering of human resources of the enterprise is significantly influenced by budgetary and financial factors, as labor costs are one of the expenditure items of the enterprise budget, and the level of labor efficiency affects its revenue side.

In the process of reengineering human resources, several situations are possible:

1) *prohibition of dismissals provided that the staff is ready to change position or profession.* The dismissed employees are usually used in the implementation of new investment projects. In this case, companies reduce the number due to natural factors - retirement and natural staff turnover. This approach is realistic if the company is on *stage of growing*, or if it is possible to transfer employees to other departments;

2) *the company recognizes the presence of redundant employees, but will solve this problem on a voluntary basis.* The advantage of this approach is to reduce fears of radical change. The disadvantage is that the company cannot control who will resign, as a significant part will be employees who are most confident and willing to take risks. In this case, the loss of qualified personnel is not the same as the dismissal of redundant personnel, in addition, the administration is forced to hire new employees, usually unfamiliar with the specifics of the enterprise;

3) *implementation of the forced release program.* In terms of getting results in the short term, this is the most profitable option, because, in addition to getting benefits quickly, this approach allows you to keep the most valuable employees. However, this approach faces limitations associated with maintaining the enterprise as a holistic industrial and social entity.

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The need to take into account the budgetary factor (see Fig. 2) is due to the fact that in crisis conditions, the reengineering of human resources of the enterprise is significantly influenced by budgetary and financial factors, as labor costs are one of the expenditure items of the enterprise budget. part.

The object of reengineering of human resources is the process of their reproduction, which should be presented as a set of parallel or sequentially interconnected stages of the life cycle of

human resources⁴. (Formuvannia korporatyvnykh stratehii upravlinnia liudskymy resursamy: antykrizovyi aspekt, 2018, p.166). Stages of the product life cycle and human life cycle and the relationship between them, which are taken into account in the *organizational and economic mechanism of human resources reengineering in the context of anti-crisis management strategy of the corporation "Donetskstal - Metallurgical Plant"* (see Fig. 1) act as possible objects of reengineering of human resources of the enterprise which need the further specification on forms, kinds, technologies of realization. The main stages of the human life cycle within this reengineering system are training, recruitment, use (including pay) and dismissal. It should be borne in mind that the stage of use of human resources simultaneously means the process of production of the product of labor (goods).

Thus, when reengineering human resources it is necessary to comprehensively take into account factors related to business processes, budget, organizational structure, system of workplaces of the corporation (human resources parameters are determined by the content of business processes; business process determines work tasks and their structure) .

There are three levels of corporate human resource management policy: 1) *target level* - defining the objectives of human resources management of the corporation (at this level it is important to achieve high quality goal-setting, able to ensure compliance with the external environment and capabilities of the corporation); 2) *strategic level* - the creation of an orderly system of actions in the field of human resources management to achieve the goals (at this level it is important to ensure compliance with the goals and selected ways to achieve them: the chosen strategies must be adequate to the goals); 3) *tactical level* - redirection of available in the corporation or externally attracted financial, informational, logistical and other resources to ensure the expected results of the human resources management system (at this level it is important to achieve goals and strategies of volume and quality of available or borrowed funds).

Priority among the above should be recognized strategic level, which in the anti-crisis context involves the development of corporate strategy in human resources management depending on the stage of development of the structure (growth, stabilization, decline), elements of strategy in human resources management of corporation are given in table.1.

⁴ Formuvannia korporatyvnykh stratehii upravlinnia liudskymy resursamy : antykrizovyi aspekt: kolektyvna monohrafiia (2018), S.P. Kalinina, Yu.S. Khoruzhyi, O.Iu. Leliuk, Yu.I. Korovchuk; za zah. red. d-ra ekon. nauk, profesora S.P. Kalininoi, Vinnytsia,: TOV «TVORY», 208 p.

Table 1. Elements of strategy in the field of human resources management of the corporation

| Directions of dynamics | Parameters of human resources of the enterprise | | |
|------------------------|---|--|--|
| | Number | Quality, structure | Reproduction costs |
| Growth | Increasing the number of human resources | Improving the quality of human resources | Increasing the cost (investment) of human resources |
| Stabilization | Stabilization of human resources | Stabilization of human resources quality | Stabilization of costs (investments) for human resources |
| Decline | Reducing the number of staff | Decreased quality of human resources | Reduction of costs (investments) for human resources |

The conclusion on the priority importance of the strategic level of human resources management policy is the basis for the development of the *organizational and economic mechanism of human resources reengineering in the context of the anticrisis development strategy of Donetskstal - Metallurgical Plant* (see Figure 1).

CONCLUSIONS

Thus, based on the methodological elaboration of the practical experience of the corporation "Donetskstal - Metallurgical Plant" we can conclude that the reengineering of human resources should play a central role in the strategy of anti-crisis development of corporate structures based on the fact that: *first*, the human resources of corporate structures in a crisis it can be a dysfunctional factor (problems of maintaining the professional and qualification structure of human resources significantly affect the final performance of corporations); *secondly*, labor problems have a clear strategic nature (there is a close relationship between quantitative and qualitative parameters of human resources and the stage of development of the corporate structure); *third*, human resources reengineering aims to overcome the limitations of corporate development associated with the state of human resources; *fourth*, human resources are a central factor in the reengineering of business processes (strategic success of corporate structures is achieved through the use of human resources). The given *organizational and economic mechanism of reengineering of human resources in the context of strategy of anti-crisis development of corporation "Donetskstal - Metallurgical plant"* can be recommended for introduction in activity of large industrial structures.

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